



U.S. ARMY CONTRACTING AGENCY NEWSLETTER

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A Message From the Director

All of us who support the Army constantly read about the profound impact of the transformation process on equipment, personnel, and installations. The Army is reinventing itself to serve the operational requirements of the 21st century. Today, we evaluate each step of the contracting process in an effort to improve efficiency and responsiveness to our customer.

The Army Contracting Agency manages change to support our core customer —the soldier. This spring, we begin our first mass leadership transformation since the establishment of our agency. Many of the military and civilian leaders who provided outstanding guidance to our Contracting Commands and Regions will be leaving for new assignments or retirement. Three successive Army Contracting Agency Newsletters will recognize their leadership and superb contributions to our organization. We will miss each and every one of these talented individuals, but are thankful for their contributions, leadership, and service. It is the quality and dedication of our people that makes the difference on behalf of the Army Contracting Agency. You make the difference in each task accomplished in support of our soldiers.

This quarterly newsletter highlights

the accomplishments and service of Colonel Charles Guta. Chuck is an inspiring leader who earned the respect, trust, and confidence of his workforce. Many of you know him personally and relied upon him to represent your voice to the senior leadership of the Army during his service as the FORSCOM PARC. He served the Army with distinction for 31 years. To many, he is the soldier who developed the workforce, procedures, and accomplished the mission for FORSCOM. We celebrate and honor his career, accomplishments, and selfless service to our nation in many locations around the globe.

Our civilian and military workforce embrace, understand, and support the leadership transformation process. During my visits, I observe first hand your dedication, impact, and service to our nation. Army Contracting Agency workforce members serve with distinction around the globe providing direct support to soldiers, family members, and Army organizations.

In celebration of our global service to the United States Army, we have adopted the new symbol at the right. This symbol also represents our transformed organization and pride in customer service.



Sandra O. Sieber

Director

Army Contracting Agency

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ACA Headquarters and Southern Region Special Tribute

ACA-SR FAREWELL TO COL GUTA

By ACA-SR Staff



On April 22, 2004, at a luncheon in his honor, the Army Contracting Agency (ACA) said farewell to COL Charles Guta, Director, Army Contracting Agency, Southern Region, after 31 years of dedicated service to the US Army. COL Guta expressed gratitude for the number of people who have been so encouraging during his career and was deeply appreciative of the hard work and personal sacrifices made by his family. Ms. Toni Gaines, Deputy Director, ACA-SR presented him with the “coveted, highly sought after, sporty” Principal Assistant Responsible for Contracting (PARC) ACA-SR pen, and a bald eagle “beanie baby,” continuing two traditions that the Colonel started during his tenure at the organization.

COL Guta officially retired on May 31, 2003, but was recalled to active duty for a period of one year. The ACA requested that COL Guta remain on active duty an additional year because there was no one better qualified to lead the transformation of the Southern Region as the organization cut ties with Forces Command and became a part of the ACA.

COL Guta came to ACA uniquely qualified; he distinguished himself during his previous assignment as the Principal Assistant Responsible for Contracting (PARC), Headquarters Forces Command, the Army’s largest MACOM. His responsibilities included supervising the acquisition of over \$1.4 Billion in annual obligations and contract expenditures supporting 13 FORSCOM instal-

lations, approximately 800 contracting personnel, and FORSCOM units worldwide. COL Guta’s vision and understanding of the contracting processes were best demonstrated when he led the execution of the FORSCOM Regionalization Initiative from FY97 through FY01. Under this 5-year initiative, FORSCOM contracting projected a total target cost avoidance of over \$35 Million. The Regionalization Initiative vastly improved FORSCOM contracting by achieving economies of scale, increasing competition, reducing cycle times and learning curves, and standardizing performance based service specifications. Through his efforts, this initiative became so successful that it resulted in an actual savings of over \$16 Million annually for a five-year total savings of over \$80 Million dollars. Subsequently, the Army adopted the Regionalization Initiative as a benchmark program. In 2002, the Army expanded the Regionalization concept with the creation of the Army Contracting Agency (ACA), responsible for regionalizing all Army installation contracting mission.

COL Guta’s expertise, experience, vision and knowledge of all aspects of the acquisition process have been invaluable in the development and execution of the concept, implementation, transition and stand-up of the ACA. As the Director of ACA’s Southern Region, he continued to provide the essential leadership skills necessary to ensure that the traditions of excellence continue. The Southern Region includes two Regional Contracting Centers, and seventeen installation Directorates of Contracting in a geographic footprint that extends South and West across the United States from Fort Bragg, NC to the Presidio of Monterey, CA. His leadership skills and mentoring ability, combined with his “can do” attitude, helped subordinate Directors of Contracting achieve unprecedented levels of success in all areas of Army contracting to include achieving small business goals, awarding master contracts, achieving savings through regionalization, and leading the Army’s paperless initiatives. As the Army transforms, the Southern Region



Mrs. Sandra Sieber and COL Guta

has provided innovative, efficient, and effective contracting to maintain and support the warfighters, their families, and our civilian workforce.

Some of his recent key accomplishments include the creation of the Army's first three CONUS based Command Designated Position List (CDPL) LTC Commands within FORSCOM, participation in the development of Contingency Contracting Officer doctrine and the rewrite of FM 3-100.2 Tactics, Techniques and Procedures for Contractors on the Battlefield policy. COL Tony Bell, Southern Region's Contingency Contracting Chief remarked, "After September 11, 2001, Homeland Security became an issue for all of America. As a result, the need arose for contracting support for future emergencies within the continental United States. That mission was placed upon COL Chuck Guta's shoulders and those of his dedicated and motivated staff. It is a contracting mission that we continue to embrace, train for and hopefully never have to execute. As the Army Contracting Agency (ACA) Southern Region (SR) Principal Assistant Responsible for Contracting (PARC), he was designated the US Army's PARC responsible for the support to this important and critical mission." COL Guta serves as the CONUS Warfighting PARC supporting NORTHCOM, JFCOM and FORSCOM. His development, implementation and management responsibilities extended to 122 Contingency Contracting Officers and NCOs supporting all branches of the military worldwide and the Continental United States.



Excellent performance is nothing new for COL Guta, however, considering his many accomplishments spread over a military career that spanned over three decades, and saw the Army fighting wars from Vietnam to Operation Iraqi Freedom. A native of Cleveland Ohio, COL Guta graduated from John Carroll University in May 1973, and was commissioned through the Reserve Officer Training Corps, as Distinguished Military Graduate, into the United States Army Transportation Corps. From the time he was a 2nd Lieutenant, he displayed leadership, courage and a deep respect for people. His Acquisition and Contracting staff positions include Procurement and Contracting Officer, HQ, Military Traffic Management Command; Chief, Resource Management Division,

Center for Command, Control, and Communications Systems, Defense Communications Agency; Chief, Contracting Division, United States Army Contracting Command, Europe; and Procurement Officer, US Army Contracting Support Agency, Assistant Secretary of the Army, (Research, Development, and Acquisition) Washington, DC.

Serving in the Infantry, Transportation Corps and Acquisition Corps, he has unfailingly led from the front. During his service to his country, COL Guta has touched the lives of everyone with whom he has come into contact. COL Guta has enjoyed a diverse and successful career as an Army Officer. He has consistently demonstrated an adaptable leadership style which meets every challenging mission and objective. In May 2001, the then FORSCOM Commanding General, John W. Hendrix, bore testimony to his leadership abilities when he said, "His unlimited abilities to positively impact every facet of the complex and ever changing contract environment make him a critical player in the day to day activities, and more importantly, the future of FORSCOM and its overall combat effectiveness and readiness."

The ACA-SR extends its best wishes to COL Guta and his family. Ms. Leslie Carroll, Director of Contracting at Fort Campbell, summed it up for many when she said, "It has been quite an honor and privilege to work for and serve with COL Guta through the years. He is an officer who truly exemplifies Army values and cares for his workforce. He not only led us ably and courageously, he made accomplishing the mission a fun challenge. I'll never forget Zelda (COL Guta's alter ego, in disguise), who flew through some of our conferences. What a special touch! Best wishes and God's blessings to COL Guta and his precious family in all future endeavors."

An avid golfer, COL Guta's bookshelf is lined with numerous golf classics such as [A Good Caddy is Hard to Find](#), [The Sensuous Golfer](#), [How to Cheat at Golf](#), and [Fluffs, Muffs, and Really Deep Rough](#). It has been rumored for years that he will only go TDY to locations with a golf course. He was very active on the Fort McPherson golf scene, serving in volunteer positions for the local golf council, and putting together teams for local tournament play. Colonel Guta and his wife, Susan, have one daughter, Crystal, 12. The Gutas will continue to reside in Kennesaw, Georgia.



Tha Guta Family

Deputy Director's Message



Our Role as Business Advisors By Melissa Rider

Mrs. Sieber and I made staff visits to Ft Sam Houston and Ft Hood last month. My impression—WOW!!! Army Contracting Agency personnel at both locations are providing OUTSTANDING service to the soldier by working closely with their customers to provide the best possible value to the Army. Instead of just relying on “business as usual” practices, they are actively teaming with the customer to explore potential savings and process improvements. This teaming effort is the first building block to developing a strong business advisor role across ACA.

For example, the Ft Hood Residential Communities Initiative includes a full time presence on the Garrison/contractor team by an ACA employee. Why is this key to the great, innovative work being done at Ft Hood to provide such good housing that one enlisted member was overheard to say “I gotta make grade” to qualify for the refurbished Commanche II housing? Our active presence on the team ensures that we understand the full gamut of possible contracting solutions available to the customer and that we understand the customer’s underlying motivations when they express their requirements. We are then able to express the value of potential alternatives to the customer USING THEIR LANGUAGE to express the pros and cons of each potential solution.

Simply using a customer’s “lingo” is a first step in increasing our perceived value!

Another example of great customer support is the support the Southern Hemisphere provides to US Army South (USARSO). The PARC, Debbie Lampe has a close relationship with her customers—fully embracing her business advisor role as she uses her understanding of mission objectives to provide creative contracting solutions to her customers’ often dynamic and short notice requirements. The result? Her customers feel that she is a full member of the USARSO team and are placing her in a “primo” location in their new headquarters building! To me, this is clear evidence that contracting’s role is valued.

One final example from the Texas trip—The Southwest Regional Contracting Center at Ft Sam Houston has a close relationship with the Installation Management Agency South West Regional Office. In SWRO’s briefing to Mrs. Sieber, they emphasized that ACA’s expertise was critical to maximize savings in productivity improvement reviews SWRO conducted to streamline IMA business practices. In fact, I am writing this column in part at the urging of the SWRO Operations Director!

In closing, I urge all of you to develop a closer relationship with your customers by expressing your value in their terms. Since there is not a Berlitz course in “engineerese” this is not necessarily a simple task. BUT it is an important element of ACA’s goal to be the preferred source on contracting services. Thanks in advance for contributing toward this important effort!

ACA Headquarters Update



Why We Serve By Ethan Jones Sergeant Major ACA

We volunteered not because we had to but because we wanted to. We joined not for pay, but of pride, patriotism, and the principles and values it instills and represents. Our worth is in our deeds, and not in our words.

When called upon, our lives are secondary to others in the pursuit of freedom and democracy. Never leaving a comrade behind in the course of the fight, our faith unshaken, our resolves immeasurable, selfless service and duty, were our watchwords.

We came from the cornfields of Nebraska, through the coal mines of Kentucky, from the black hills of Utah and down through the Stone Mountains of Georgia, from street corner, foreign lands, territories and of every gender. everywhere cultures intertwine and blend together, prepared for the ultimate sacrifice of securing peace when ever called upon.

We were the first to die for this great nation. Citizen Soldier, Buffalo, Minutemen, a nurse; their spirits lay frozen in the hills of Valley Forge and in the rolling plains of Gettysburg. We have jumped into the darkness of Normandy, North Africa, Sicily, and strived the frozen roads of Burma. We marched countless miles without food and some without clothing and yet, live to proclaim victory, while maintaining our dignity, and our principles.

Our soldiers will persevere in the shadows of death and fear not the enemy. The crosses we bear are enormous, from the beaches of Havana to Vietnam; survived prison camps and the death march on Bataan; sought refuge in the jungles of Philippines and withstood the destruction of Pearl Harbor. The medals and ribbons across our chest are of great deeds and of great losses. Even in combat we help those who can not help themselves.

In war or peace we bring home our fallen comrades, from Privates to Presidents and lay them down to rest in fields of honor.

Through strife and despair we have persevered and consistently changed the course of the battle and shaped the outcome. Our ultimate goal is to secure peace for this great nation, the next gen-

eration, for our families. “Why We Serve” is because we are Soldiers, steadfast and true to the ideals and principles of democracy. A Soldier that’s willing and able to make the ultimate sacrifice to defend his country against all who oppose it.

Contingency Contracting Directorate Update **By COL Scott Risser** **Contingency Contracting Directorate**

Before I update you on our directorate’s activities, I wanted to share my admiration for the Officers and Noncommissioned Officers providing contingency contracting support for Army forces deployed worldwide in support of the ongoing global war on terrorism. These contracting soldiers, working behind the scenes under trying circumstances, provide Army commanders and America’s soldiers with unparalleled operational flexibility and logistical force multiplier unique to our Army. Our team salutes these fine young men and women as we work to support their efforts.

Building Our Team

I wanted to take this opportunity to introduce several new members of our team to you, plus announce a few anticipated arrivals to work key actions.

1. Mr. James Givens, a support contractor from The Ravens Group joined our team in early February to plan and implement the development, testing and fielding of standard deployable equipment packages for our contingency contracting teams and commands.

2. Mr. David Gruenbaum, also from The Ravens Group, joined our team in February. He leads our efforts to develop collective training task, conditions and standards for contingency contracting teams and commands, then work with the US Army Combined Arms Support Command (CASCOC) to publish these in the form of a formal Army Training and Evaluation Program (ARTEP) for Army contingency contracting. Mr. Gruenbaum also helps us represent the Army on Ms. Dee Lee’s Joint contingency contracting integrated process team.

3. Mr. Stanley Harris, formerly assigned to the US Army Contracting Command, Europe, joins us in April to work actions involving operational guidance, advice to the Army G3 on contacting augmentee taskers, and emergency essential DA civilian actions.

4. Ms Cherie Emerson joins us in May to work force design update and force development initiatives for Army contingency contracting, with emphasis on the MTOE actions supporting the ongoing Army Transformation to Future Force structure.

Transforming Army Contingency Contracting

Creation of the Army Contracting Agency supported Army Transformation efforts. Many of you already support ongoing efforts in this vein. Our Army’s force structure changes occur today at a pace and magnitude unseen for nearly a century. Teamed with the Acquisition Support Center, our team continues studying contin-

gency contracting force structure needs as part of an overarching Acquisition Corps force structure review for LTG Yakovac, the Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Our goals involve the development of standard acquisition and contingency contracting structures for integration into emerging Units of Action and Units of Employment MTOEs through the Army’s force design update (FDU) process. We solicit, and we need, your input and participation to ensure our commanders have the right number of contracting soldiers of the right grades at the right places to plan and then provide contingency contracting support for deployed Army forces.

Joint Initiatives

Our team proudly represents Army contingency contracting in several Joint and DoD – wide working groups. We meet monthly with our counterparts from other Services and Defense Agencies to work initiatives and study ways to improve contingency contracting in a Joint environment. Initiatives under review include Joint doctrine, common equipment for all Services and dissemination of Communities of Practice / lessons learned. We also participate in a Defense working group co – led by the J4 and OSD working to develop DoD Directives and Instructions on the subject of contractors on the battlefield. J4 currently heads formal staffing actions on the initial drafts of these seminal documents, with the ultimate goal of publishing Joint doctrine on the vital subject.

Are You Up to Date? **By COL Ted Harrison** **Business Systems Directorate**

During recent months, in conjunction with the SPS Joint Program Management Office (JPMO), AMS has provided several software updates/service releases within the SPS portfolio. As the Spring and Summer months approach, the end of the Fiscal Year is bound to sneak up on us, and it is vital that every site be up to date so that users are as prepared as possible for the upcoming busy year. The following information is provided to assist you in replacing lost media. The following updates should be in place for each aspect of SPS v4.2 Increment 1:

REQUESTS FOR REPLACEMENT CDs: The following is the procedure for requesting replacement CD’s for damaged or missing SPS media (PD2, SPSI, etc).

1. The site will request a replacement CD from the Desk Officer (Mr. George M. Chavis, Sr., (703) 227-4394; george.chavis@eis.army.mil)
2. The Desk Officer will notify the JPMO Deployment Chief.
3. The JPMO will authorize the AMS Deployment Team to create the CD(s).
4. The CD(s) will be provided to the Army Response

Team (ART) for mailing.

PD² SR03: (Released – 05 Feb 04) This Service Release contains several updates to the DD1155, DD1449 forms that were issued by the government. This update is critical for every site to have because the new DD350's and DD1057's require the new form layouts be in place to correctly report data. Also, the site should ensure that all releases have been run on the Application Server.

FPDS v2.2 SR02: (Released – 16 Mar 04) This Service Release includes Fiscal Year 04 edits through Change 3 for FPDS, as well as additional updates to several FPDS forms, and standard data. This release is a must-have since FY04 FPDS reporting will depend on these edits being in place.

Cognos Catalog pdv42i1.cat: (Released – 11 Dec 03) This catalog is a part of the FY04 FPDS package that includes FY04 edits. This catalog incorporates the changes made for FY04 in order to accurately run reports within Cognos.

SPS-Integration v7.0 SR06: (Released – 14 Aug 03) This Service Release incorporates several major changes to the SPS-I application files as well as some changes to the Integration Database (IDB). These files are vital to your site correctly running SPS-I, and all sites should now be running this release.

Script-Aid v3.2a: (Released – 18 Feb 04) This update incorporates several new commonly used scripts into the utility. For information on which scripts are included in this release, check out the SPS Knowledge Base: <http://kb.ams.com/id/41977>

If you would like to check which versions of each software package your site is currently running, the following SQL script can be run against your production database:

```
select cnstnt_nm, cnstnt_val
from sys_constant_ref
where cnstnt_id IN (6, 146, 133, 134, 11)
go
```

If your site is not up to date in all of the above categories, it is strongly recommended you run the software update packages as soon as possible to ensure database accuracy and dependability. Should you need help with installations or have further questions regarding these updates, please feel free to call or email the SPS helpdesk for more information.

Certification Guidelines and Elective Requirements for Contracting, Property Management, and Purchasing By Cynthia Cohen Review and Assessment Directorate

The definition of electives as it relates to the acquisition workforce are courses that are related to the careerist's assignment-specific training that would enhance cross training or career development as a contract specialist. Electives are an essential part of the

"training experience" in obtaining contracting certification. It ensures that the careerist is well qualified in performing their duties (current and future).

Below are guidelines that aid in identifying appropriate elective courses:

- Course (on-line or classroom) must be directly related to the position (contract specialist) to enhance career development or for cross-training, has specific learning objectives, and is related to the needs of the employee
- Must offer at least 4 Continuous Learning Points (CLPs)
- Must be documented in the CLP Summary or Completed Items Section of the employee's Individual Development Plan (IDP); and
- Current – taken after the date the employee entered the career field or obtained their last certification in that career field. Whichever is later.

A copy of the Continuous Learning Summary or Completed Items Section of the IDP shall be included with the request for certification and indicates the supervisor's approval of the elective(s).

Update on Certification Standards Checklists

New Certification Checklists are now available on Defense Acquisition University website. The checklists will provide greater clarification on "elective" requirements.

The updated Certification Checklists can be viewed on the Defense Acquisition University website at: <http://www.dau.mil/catalog/cat2004/Appendix B.pdf>

Listed below are the **changes** that have been made to the Contracting checklist: Please note in **bold** the dates of implementation)

- **Level I TRAINING (Requirements from 1 Oct 03 through 30 Jun 04)**
CON 100 Shaping Smart Business Arrangements
*CON 101 Basics of Contracting
*CON 104 (Parts A & B) Principles of Contract Pricing
1 Elective
(Desired) CON 237 Simplified Acquisition Procedures
- *CON 110, CON 111 and CON 112 will replace CON 101 and CON 104A. All three courses are on-line courses (taken via internet) The combined course hours for CON 110, CON 111, and CON 112 is 140 hours.

TRAINING (Requirements projected for delivery effective 1 Jul 04)

CON 100 Shaping Smart Business Arrangements
CON 1XX Introductory Contracting and Pricing Modules
CON 120 Negotiation Workshop and Level I Wrap-up
1 Elective
(Desired) CON 237 Simplified Acquisition Procedures

- *CON 120 will replace CON 104B and is a resident course (must be taken at a DAU facility).
- **Level II TRAINING**
CON 202 Intermediate Contracting
CON 204 Intermediate Contract Pricing
CON 210 Government Contract Law
2 Electives
- **Level III Training**
**CON 353 Advanced Business Solutions for Mission Support **
2 Electives
(Desired) 2 weeks of management and leadership training

*CON 353 replaces CON 301 and CON 333

DAU does not have a definite date on the implementation of the amended CON 202 (has been shortened from 15 days to 10 days) and CON 210 (shortened from 10 days to 5 days).

HQ ACA Partnering with HQ IMA for Success **By Godfrey Smith** **Operations and Policy Directorate**

With the rapid transformation of today's Army, HQ IMA is entering into agreements with "third parties" to acquire needed program management/ integrator services to accomplish their mission. Recognizing the benefits of partnering (e.g., mutual goals and objectives; open communications; problem solving; disputes avoidance), HQ ACA entered into discussions with IMA regarding our working relationship, and how we can achieve greater acquisition success together. We clearly recognized that early participation in IMA's requirement development would facilitate effective acquisition planning and development of clear acquisition strategies that would translate into appropriate procurement instruments for required services or supplies.

Subsequently, as a result of continued discussions, language was developed that specifically describes the partnership relationship. Roles and responsibilities of both ACA and IMA in utilizing "Third Party" program management/integrator services have been clearly defined. This language is being added to the existing MOU between HQ ACA and HQ IMA. The "Draft MOU" is currently be coordinated, and the final MOU should be ready for signature 15 April 2004.

A-76 Competitive Sourcing Update **By Tom Watchko** **Operations and Policy Directorate**

The Army's competitive sourcing program, along with the rest of DoD's A-76 programs, have been "on hold" for quite some time. But the situation is about to change. Here are some recent events that will jump start competitive sourcing.

Report to Congress

Section 335 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136) directed the Department of Defense to delay the implementation of the revised OMB Circular A-76 (29 May 2003) until 45 days after DoD provides a report to Congress. The report, addressing six areas of Congressional interest, was sent to Congress in late February 2004. According to Annie Andrews, OSD's Assistant Director for Housing and Competitive Sourcing, the 45-day waiting period ends 26 April 2004. After this date, DoD will be allowed to use the new OMB Circular A-76. A copy of the report has been posted on DoD's SHARE A-76! website. Look under "What's New"/"What's Hot" and click on "Section 335 Report to Congress". DoD components must receive DoD's approval for initial public-private competitions performed under the revised A-76 Circular.

DoD's SHARE A-76!

<http://emissary.acq.osd.mil/inst/share.nsf/>

Army's Component Competitive Sourcing Official (CCSO) Appointed

Mr. Raymond F. DuBois, Deputy Under Secretary of Defense (Installations and Environment) and DoD's Competitive Sourcing Official (CSO) appointed the Assistant Secretary of the Army (Installations and Environment) as the Army's Component Competitive Sourcing Official (CCSO) on 29 March 2004. Mr. Geoffrey G. Prosch is the Acting Assistant Secretary of the Army (Installations and Environment). Attachments to the 29 March memorandum outline DoD CSO's and the Army's CCSO's responsibilities under the new OMB Circular A-76 (29 May 2003). A copy of this memo has been posted on DoD's SHARE A-76! website under "What's New" as "Delegation of Responsibilities".

New Personnel System for DoD Civilians **National Security Personnel System (NSPS)** **By Sandra Swynenberg** **Resource Management Directorate**



The FY 2004 National Defense Authorization Act, Public Law 108-136 authorized the Department of Defense (DoD) to create a National Security Personnel System (NSPS) for its civilian employees. The legislation created a framework of principles and processes, but not the rules. DoD, with participation from the Services, will develop the specific features, regulations, and policies. It will build on system features of Demonstration Project Personnel Management Best Practices developed during 2002-2003.

NSPS will bring the most far-reaching changes in the civilian personnel system in decades. It will change many aspects of key personnel functions for much of the workforce. These include staffing (hiring, assignment, promotion, removal, reduction in force); pay; job classification; discipline; adverse actions; employee appeals; and labor relations. NSPS legislation also mandates a pay for performance evaluation system.

Key features of NSPS are:

- Flexible and contemporary.
- Preserve Federal merit system and safeguard against prohibited personnel practices.
- Respect collective bargaining with unions.
- Link individual performance for compensation decisions, and performance evaluation to agency strategic plans.
- Allow new rules for staffing the force, labor relations, employee appeals of adverse personnel decisions, separation and retirement incentives, setting pay rates, and discipline.
- Transform personnel management concepts and practices, with greater consequence for individual performance and more significant management decisions.

NSPS cannot change the following civil service matters: merit system principles; prohibited personnel practices; appeals to the Equal Employment Opportunity Commission; anti-discrimination laws; leave and attendance; travel and subsistence expenses; pay for political executives and firefighters; training; personnel demonstration projects; incentive awards; insurance and annuities; access to criminal history record; Laboratory Demonstration projects; incentive awards; insurance and annuities; access to criminal history record; employees' rights to petition Congress; and services to employees like safety and drug abuse programs. NSPS will be designed with Service participation, will be prescribed jointly by DoD and the Office of Personnel Management, after a collaboration process at the national level with representatives of organizations (unions) that have exclusive recognition, and possibly with designated organizations representing substantial numbers of employees.

DoD has an ambitious timetable for NSPS. Implementation will be phased over a two-year period and is expected to begin in October 2004. By law, the first phase of NSPS may include up to 300,000 employees. Air Force, Navy, Washington Headquarters Services, OSD and other Fourth Estate agency employees will be part of the first phase. The second phase of NSPS implementation can begin once the performance management system is determined to be fair, equitable, credible, transparent, and to link performance management to the agency's strategic plan and an employee's pay to the his/her performance. Army employees will be part of the second phase of implementation.

NSPS also included stand-alone provisions that can be implemented immediately. These provisions include: Voluntary Early Retirement Authority (VERA), authority to pay Voluntary Separation Incentive Pay (VSIP) for up to 25,000 DoD employees annually, elimination of pay offset for rehired annuitants, appointment authority for up to 2500 highly qualified experts, and special pay and benefits for certain employees outside the United States. The VSIP/VERA provisions of NSPS have already been implemented. Other provisions will be implemented when the policies and guidance have been completed. The provision for elimination of pay offset for rehired annuitants will be the next stand-alone provision to be implemented. Visit the NSPS website, www.cpms.osd.mil/nsps, for additional up-to-date information along with the oppor-

tunity to offer comments and suggestions. also find Army specific information on NSPS at www.cpol.army.mil.

Small Business Mission By Suellen Jeffress Associate Director, Small Business



In the first year of the ACA's operation, ACA exceeded its assigned target of 43.8% of prime dollars to small businesses, awarding over \$2.8 billion, or 45.0% of total obligations, to small business prime contractors. The ACA also exceeded goals established for awards to small business concerns owned and controlled by socially and economically disadvantaged individuals, qualified HUBZone small business concerns, and to Historically Black Colleges and Universities and Minority Institutions. Mr. Nelson Crowther, Counsel to the Committee on Small Business, U.S. House of Representatives, called to congratulate the ACA on a very well written Report to Congress which was easy to read, and lightheartedly said that he gave it an "A", since it went beyond the requirements. He lauded the ACA for the innovation the Agency has taken and the skillful solution developed to address the challenge of keeping small businesses deeply involved in a large procurement. He felt many others could learn from this approach. Mr. Bolton, Assistant Secretary of the Army (Acquisition, Logistics and Technology), also said, "Great news and great work! Please give a big WELL DONE to your entire team."

With this first year success story firmly established, we now look ahead to exceeding the ACA's Fiscal Year 2004 goals. An initiative supporting this objective is to identify small business opportunities by leveraging the ACA's Advance Acquisition Planning (AAP) tool, a module of the Business Intelligence System. Using the AAP tool, rudimentary requirements data can be posted by requiring and contracting activities up to 18 months prior to the synopsis. A list can then be developed from the current AAP listing that contains potential small business opportunities for posting on the Small Business Web Site.

Currently, businesses may make office calls and visits to Army activities in order to learn of upcoming requirements; often, the Fed-BizOpps synopsis is the first notification that a contractor has of a procurement opportunity. The AAP tool will enhance the ACA's workload distribution and timing, and provide through more advance notice of upcoming requirements the opportunity to achieve even more awards to small businesses.

Potential contractors, especially small businesses, will be afforded an even greater opportunity to anticipate and compete for ACA requirements. Advance notice offers potential contractors, particularly small businesses, greater flexibility to participate as prime contractors, consortiums, joint ventures, or even as subcontractors. This forecasting system is expected to be available to the ACA community later this spring and will post selected data elements to the ACA website.

I am glad to be aboard as the ACA's new Associate Director for Small Business and look forward to working with you to achieve even greater success for the ACA's Small Business Program.

Partnership within Strategy **By Mark Werfel** **Strategic Planning**

I attended this year's Aerospace Industry Association's Defense 2004 Conference. The shared Industry/Government member theme was the desirability of speed and precision of service delivery. In context, that not only applies to weapons system performance, logistics system performance but also to acquisition performance. In my view, these criteria also apply to ACA strategy. To realize these outcomes, we must be able to analyze our processes with an eye toward improving them by identifying where/when/how things go wrong -- or don't go fully "right." Further, we must do so in partnership with customers in Government and in industry, and ensure we reinvigorate our role by taking personal and organizational responsibility for the soldier's interests. For example, if missing or ambiguous past performance information allows

an award to a contractor who subsequently lets the soldier down once more, we should insist that the process be improved. Our fingers input data provided by customers -- shouldn't we do a quality check, ensuring PPIMS accurately and clearly distinguishes among contractors?



The Installation Management Agency (IMA) is moving in this direction with their Common Levels of Support (CLS) approach, soon to be working with ACA. By establishing definitive performance guidance for garrisons (what soldiers can expect at installations worldwide -- e.g., facilities/programs available as well as hours of operations for base gyms), uniform delivery of services should be achieved. This is accomplished by resolving historic discrepancies among resources available to different installations, measuring the quality of service provided at affordable support levels, and prioritizing some programs over others (and perhaps eliminating some). Geography, demography and mission will no longer be discriminators. Multi-functional Service Analysis Teams (SATs) for each type of service will do this work and develop performance measures to ensure Army intentions are actualized.

ACA Liaison Update

Two Small Steps To "World Class" Service

Dr. Edna L. Diggs
ACA NERO Liaison

Since the formation of the IMA Northeast Region, Fort Monroe, Virginia, potential contractors have frequently requested an opportunity to give capability briefings to the Northeast Regional Director and her senior staff. As the region's Liaison Officer (LNO), I was called upon to put procedures in place to manage the barrage of requests and to reduce the "direct" access to the front office.

Our IMA partners rely on the ACA team for on-call assistance with pressing acquisition-related issues, from analysis and planning to contract management. With this concept in mind, I approached the acquisition team to synergize the process. Contracting personnel from all levels were involved from the Northern Region Legal Counsel, Business Systems Division personnel, to the ACA HQ's Operations and Policy Director.

In response to the request for procedures, I developed a two-step plan, which yielded huge dividends. This plan transformed an area

of overwhelming concern into a successful business practice. The first step mapped out the procedures to be followed for accommodating contractor office visit requests. It entailed guidance on requesting contractor capability packages, redirecting contractors to the appropriate functional division chief (in the case of large businesses) or the Associate Director for Small and Disadvantaged Business Utilization (in the case of small businesses). The NERO Deputy Director or Chief of Staff makes the final decision on the most appropriate representative to meet with the contractor. The LNO or someone from ACA will attend meeting when the Regional Director or senior staff is deemed to be the most appropriate representative to meet with a contractor.

Step two encompassed developing general guidelines for conducting a meeting with contractors. Research of the subject discovered several articles. Guidelines were drafted to include additional procedures from the ACA team. The final product is a pocket-sized brochure that can be easily produced, distributed, and read. Please contact me for your copy.

It doesn't take a "rocket scientist" to design a process that works, just a cooperative spirit embodied in a team of acquisition professionals!

ACA Special Welcome

Mrs. Sieber and the entire ACA headquarters staff welcomes Michelle Currier to the ACA family. Michelle M. Currier has accepted the position of Marketing and Outreach Director at Headquarters U.S. Army Contracting Agency. She will be co-located with HQ's and the Northern Region Headquarters. Michelle has a BS in Business and a MBA from American University. She has approximately 25 years of acquisition experience and has been employed by Mili-

tary Sealift Command, Naval Research Laboratory, the Office of Naval Research, and the Small Business Administration. She comes to us from NAVSEA Dam Neck-Combat Direction Systems Activity, where she served as Director of Contracts. Michelle has served in a variety of leadership positions with the National Contract Management Association including the National President.

ACA Northern Region Update

Service Contract Management...

Why Is It Often So Difficult?

By Deborah Ramirez

ACA NRHQ

Nearly everyone working in the Federal Government can attest to the increase in service contracting, not only in the Department of Defense but government-wide. The General Accounting Office reported in September 2003 that spending by the DoD on service contracts has ballooned to nearly \$100 billion annually. This increase is largely a result of reinventions, reforms and a number of decisions made by predominately well-meaning leaders and managers attempting to come to terms with an increasingly burgeoning workload, often in the face of dwindling resources.

The prevailing thought is frequently that services can be purchased piecemeal from contractors, as needed, to meet the mission, thus avoiding the high cost of infrastructure associated with maintaining full-time staff. In theory, this seems an ideal solution. In practice, my experience with service contracting usually reveals that the short term mission contracted for frequently doesn't reach a conclusive state but rather evolves into the next mission requirement creating a multitude of difficulties with regard to maintaining the integrity of the contracting process and contract management. In addition, recognizing and quantifying any real efficiencies or savings often proves to be a continual challenge, and in many cases increased manpower costs is actually the result, regardless of efforts expended to control the process. Indeed, the satisfactory alignment of the procurement process and contract performance has been outside the control of a single entity, and therefore very difficult to monitor and manage. This may well be an understatement; at this stage it seems something more akin to attempting an alignment of the moon and stars!

In August 2001, the GAO reported that the Government had experienced "long-standing difficulties" managing service contracts. This thought was reaffirmed in GAO Report GAO-03-935, issued in September 2003, which states "Greater attention is needed by DoD management to promote a strategic orientation by setting performance goals, including savings goals, and ensuring accountability for achieving them." Addressing this problem in the August 2003 article "Unfinished Business," Steven Kelman, former Administrator of the Office of Federal Procurement Policy, noted, "...the traditional procurement system was an obsession with the middle phase of the process – the contract award – to the exclusion of acquisition strategy and contract management...which were dependent on good business judgment and skills."

The evolution of service contracting has strengthened the need for the contracting community and the requirements community to work together, to seek a better understanding of their respective missions, and to focus on the accomplishment of mutual goals. Recent legislation in the form of AFARS Revision 9 and guidance issued by the (USD (ALT)) have taken this a step further in stressing the need for interaction between the requiring community and

the contracting community for Advanced Acquisition Planning and writing Performance Based Statements of Work. Separately, the TRADOC community, with input from the ACA LNOs, NR and SR Headquarters Staff, and the NRCC, is taking steps to implement Quality Assurance and Surveillance regulatory guidance for service contracting.

Together, the AFARS Rev 9 legislation and the TRADOC regulatory guidance efforts focus squarely on the concept that contracting responsibilities of the requiring and contracting communities must be performed in a cooperative and harmonious fashion. It's not "us" and "them;" good contracting is a shared responsibility.

It seems that to successfully implement the spirit of these initiatives we should all proactively strive to mutually and cooperatively accomplish an alignment of the contracting process with contracting performance. It takes only good business judgment and both communities working in concert. Of course, a favorable alignment of the moon and stars wouldn't hurt either!

News You Can Use...

Kit Lindfors

ACA NRHQ

NRHQ worked with five Civilian Personnel Operation Centers and 22 CPACs to allow connectivity to all of the NR DOCs. In January 2004, we went operational. This connectivity allows the DOCs to route their personnel actions to the NRHQ Resource Support Office for approval. The RM specialist completes the budget portion of the personnel action and then forwards the approved action to the servicing CPOC for action. This process is very efficient and does not allow for down time.

Conversion to pay banding under National Security Personnel Systems (NSPS) that will be implemented throughout DoD is still undergoing metamorphosis. Information is being received daily. As soon as we have firm guidance, we will be issuing conversion procedures, pay bands, and expected implementation dates. This will be issued in the form of an NSPS Newsletter with updates as changes are received. Negotiations are now in progress with labor unions at the national level. While the negotiations are in progress, we will not publish official guidance. See Director's Cut for additional NSPS information. If you have any questions pertaining to this, please contact Kit Lindfors at DSN 680-5581 or Duna Ellis at DSN 680-5324.



Fort Riley News

By Jean Peterson

Fort Riley

"Just In Time" COR Training

26 January—February 6 2004, QA Specialist, Micheal E. Fink, presented initial required Con-

tracting Officers' Representative (COR) training to members of the 243rd Quartermaster Battalion, Parsons, Kansas. Twenty-eight soldiers participated in two separate 32-hour sessions in order to prepare for rapid deployment. Participants ranged in rank from PVT to LTC and included an individual who works for a Government contractor in the IT field and one who works in quality assurance for a major aviation manufacturer. The DOC facilitated this "just in time" training to coincide with ongoing, required installation Theater Specific Individual Readiness Training (TSIRT) for this unit. Accommodating the unit in this way eliminated the need for travel to another location and avoided unnecessary disruption to the training and in processing schedule. This training will prepare the unit for their next mission, overseeing contractor operations in support of our troops in Iraq. This is another example of our commitment to supporting the warfighter and preparing our forces to serve more effectively.

Barracks Reconstitution Mission

In December 2003, Fort Riley awarded 17 delivery orders for ap-

proximately \$1.2M for barracks reconstitution. This reconstitution, which includes minor repairs, interior painting, new flooring, carpeting, and cleaning, is to be completed by 15 March 2004, in time for redeployment of soldiers to the installation. Reconstitution of these barracks contributes to the overall quality of life for our soldiers and is vital to the installation's mission success as a key power projection platform.

Personnel Changes

Fort Riley DOC welcomes Mr. Ron Seibel to the Contract Administration Division. Ron has spent most of his career in industry as a finance/cost analyst. He grew up in the Midwest and worked most recently in Wichita, Kansas, in the aircraft industry. Ron's first day at Fort Riley was a memorable one—Kansas is experiencing its worse winter since 1986, and the installation and most schools in the surrounding communities were closed. Ron "slid" into his new position as a Contract Administrator. Welcome aboard, Ron! (Editor's note—I'm hoping that was a figurative use of "slid", but I'm guessing it wasn't....)

Information Technology E-Commerce & Commercial Contracting Center Update

Cell Phone Blanket Purchase Agreements (BPA)

**By Robert Crutchley
ITEC4**

Even before the Deputy Secretary of Defense signed the letter entitled "Business Initiative Council (BIC) Cell Phone Minute Pooling Initiative" which was implemented April 18, 2002, the United States Army Network Enterprise Technology Command (NETCOM)/9th Army Signal Command (ASC) Enterprise Systems Technology Activity (ESTA) had a vision of a suite of cellular services contractual vehicles available for all of Department of Defense. ESTA approached the U.S. Army Information Technology, E-Commerce and Commercial Contracting Center – West (ITEC4-W) with the concept and, on April 11, 2002, the first in a series of awards was made. A BPA based on an existing GSA Schedule was awarded to AT&T AWS; several other awards followed fairly quickly.

Interest in the cell phone services program continued to grow and Contracting Officer Linda Van Collie was in constant contract with possible vendors. The market research she was conducting revealed that many potential offerors did not have existing GSA Schedules to base a BPA upon and even those vendors who were schedule holders couldn't provide their lowest pricing because of the GSA fee embedded in the schedules. The Contracting Officer then determined to award contracts based on the procedures governing acquisition of commercial items found in Federal Acquisition Regulation (FAR) Part 12. This afforded all suppliers of this clearly commercial item equal access to contract awards and allowed GSA Schedule holders to reduce their prices even further since the embedded GSA fee was no longer an issue.

The program continued to be improved as ESTA, ITEC4-W and industry applied the "lessons learned" from the early awards onto

the BPAs that would follow. Each of the BPAs now allows the pooling of minutes under the call orders and offers significant discounts off each offeror's best commercial pricing. An additional benefit is that activation charges are waived. Vendors will also develop plans that meet the unique needs of the myriad customers.

Currently, there are 11 BPAs in place. They not only offer cellular phone services but blackberries, pagers, secure cellular services and products, and many other wireless products. Awardees are AT&T AWS; Nextel Communications, Inc.; Sprint Spectrum LP; Cingular Wireless, LLC; Cellco Partnership (Verizon); Arch Wireless Company, Inc.; Skytel Corp.; T-Mobile USA, Inc.; International Mobile Communications, Inc.; IMA Worldcell and Alltel Corporation.

Specialized products are also available under these vehicles. For example, on August 18, 2003, the CIO G6 mandated that General Officers and members of the Senior Executive Service use the RIM 6710 two-way wireless e-mail device due to security concerns with earlier models. BPAs with Cingular (DAAB32-02-A-0017), AT&T's Wireless (DAAB32-02-A-0014), T-Mobile (DAAB32-02-A-A021) and Skytel (DAAB32-02-A-0020) provide this product. Additionally, National Security Agency approved phones to provide users a means to exchange sensitive and classified information (up to Top Secret) with end-to-end security over commercial wireless networks worldwide are available on three of the BPAs.

Most of the BPAs are open for use by all Federal Agencies. The Army, Navy, Air Force, Marines, Army National Guard, Army Reserves, GSA, Homeland Security and other Federal agencies have all places orders against the ITEC4-W BPAs.

The most recent enhancement in the BPAs is that Federal Agencies can now issue their own call orders for all but secure services, using their IMPAC credit card for orders less than \$2,500 and

their supporting contracting office for larger orders. A copy of their call order must be forwarded to NETCOM ESTA.

To date, there have been over 700 calls issued with a total of over \$25M. Cost savings of \$1.9 M off best commercial pricing have been documented as well as cost avoidance of \$657K because of the waiver of activation charges. Information on the BPAs may soon be found at <http://www.asc.army.mil>. For additional information, you may contact James Kuhl at (520) 538-8890 (James.Kuhl@NETCOM.army.mil) or Linda Van Collie (Linda.Vancollie@NETCOM.army.mil) at (520) 533-0433.

Information Technology Enterprise Solutions (ITES) How Does It Work? A Quick-Look Ordering Guide By Barbara J. Trujillo



Contracting Officer, ITEC4

The Information Technology Enterprise Solutions (ITES) is a multiple award, Indefinite Delivery, Indefinite Quantity (ID/IQ) contract vehicle, specifically designed as the primary source of information technology (IT) equipment and services worldwide to meet the Army's enterprise infrastructure and infrastructure goals. This includes obtaining end-to-end solutions to satisfy worldwide development, deployment, operation, maintenance, and sustainment requirements for the Army.

The Army Contracting Agency, Information Technology E-Commerce and Commercial Contracting Center (ITEC4) awarded ITES in September and October 2003 in support of the missions of the Army Small Computer Program (ASCP), Program Executive Office, Enterprise Information Systems (PEO EIS), the Army Chief Information Officer (CIO/G6) and Network Enterprise Technology Command (NETCOM). ITES consists of two components providing a full suite of IT solutions, ITES-Enterprise Hardware Solutions (ITES-EHS) and ITES-Enterprise Mission Support Services Solutions (ITES-EMS3). The contract period consists of a three-year base period and two, two-year option periods with a contract maximum of \$1 billion (divided equally among the components). The following is a description of each component:

- **ITES-Enterprise Hardware Solutions (ITES-EHS)** contracts provide for equipment and related services. The scope includes: commercial servers, workstations, managed platforms, storage, networking equipment (including wireless), operating systems and commercial

software applications, peripherals, communications devices, transit cases, power devices, displays and other accessories (e.g., cables, cabinets, racks), original equipment manufacturer (OEM) and extended equipment warranty, technology insertion which includes but is not limited to: biometrics; embedded encryption; body wearable computers and displays; and equipment upgrades. ITES-EHS also includes video teleconferencing solutions, voice-over-Internet protocol (VOIP) solutions, leasing, and associated documentation to meet worldwide requirements of the Government. Related services including installation, equipment maintenance, site survey, system configuration and integration, image loading, data migration, asset tracking, and, potentially, legacy equipment maintenance are available under ITES-EHS.

- **ITES-Enterprise Mission Support Services Solutions (ITES-EMS3)** contracts provide a broad range of support services and contemplates services-based solutions where contractors may provide a full-range of IT equipment necessary to implement solutions. ITES-EMS3 contractors are expected to use ITES-Enterprise Hardware Solutions (EHS), contractors as preferred sources of supply. The scope of ITES-EMS3 supports requirements for services required under Program Management, Enterprise IT Policy and Planning, Enterprise Design, Integration and Consolidation, Information Assurance, Business Process Reengineering, Requirements Analysis, Market Research and Prototyping, Information and Knowledge Engineering, Development of Software Interfaces and Software Configuration, Product Integration, Test and Evaluation, Seat Management, Asset Management, and Technology Insertion task areas. A full range of services is also available to analyze requirements, develop and implement recommended solutions, and operate and maintain legacy, ITES, or other products.

Working in partnership with the prime contractors and the broad range of subcontractor team members, ASCP manages the contracts, in coordination with the Army Contracting Agency (ACA), Information Technology, E-Commerce and Commercial Contracting Center (ITEC4). Through the use of ITES, users have a flexible means of meeting IT needs quickly, efficiently, and cost effectively. The key benefits in using ITES are:

- **Web accessible contract information:** The contracts and information, including a complete ordering guide, pertaining to ITES are available on the ASCP website at <https://ascp.monmouth.army.mil>. This includes links to the each prime contractor's web site, which identifies the points of contact, a list of subcontractors/teaming partners and the products and services offered under their contract.
- **Decentralized ordering:** Ordering is open to meet the needs of the Army, Department of Defense, Foreign Military Sales Program, and other Federal agencies.

Therefore, any contracting officer within these agencies may place orders.

- **No Fees:** There are no fees associated with placing orders under ITES.
- **Multiple awards:** There are a reasonable number of awards for ITES-EHS and ITES-EMS3, which ensures adequate competition and choices but keeps the ordering process from being overly burdensome.
- **Ease of Ordering:** Automated ordering is available to make the overall ordering process more efficient. The ASCP *it e-mart*, a web-based order preparation and tracking system, can be used to request RFQs, credit card ordering, and to conduct the fair opportunity comparison for ITES-EHS orders.

- **Expertise:** Technical, program and contracting personnel are available to provide advice and guidance at no cost to the customer or ordering contracting officer for any aspect of the ITES contracts.
- **Performance-based solutions:** ITES contracts are performance based. Therefore, contract level metrics and incentives and disincentives were negotiated and incorporated into the contracts. Benefits for the government at the contract and potentially the task order level can be gained to enhance contractor performance. Also, means to issue performance based delivery orders and task orders against ITES are instituted in the contract.

Partnerships: The ITES prime contractors have also partnered with ASCP and ACA, ITEC4 to continuously improve the ordering process, and customer satisfaction.

KEY CONTRACT FEATURES	ITES-EHS	ITES-EMS3
World-Class Prime Contractors (includes access to scores of large and small industry partners)	<ul style="list-style-type: none"> ▪ Dell, Inc. ▪ GTSI Corp ▪ Hewlett Packard Corp ▪ Lockheed Martin Corp 	<ul style="list-style-type: none"> ▪ IBM Corp ▪ Lockheed Martin Integrated Systems, Inc. ▪ NCI Information Systems, Inc. ▪ Northrop Grumman Information Technology, Inc. ▪ QSS Group, Inc.
Pricing Structure	<ul style="list-style-type: none"> ▪ Discounted catalog items ▪ Fixed Price with Economic Price Adjustment ▪ Products and Services 	<ul style="list-style-type: none"> ▪ Fixed Priced pre-negotiated labor rates. ▪ Other pricing available - as appropriate: <ul style="list-style-type: none"> ○ Time and Material ○ Cost-Reimbursement
Performance-based Contracting	<ul style="list-style-type: none"> ▪ Encouraged for Products ▪ Contract-level metrics negotiated. 	<ul style="list-style-type: none"> ▪ Preferred for Services (Ref: FAR 37.102). ▪ Contract-level metrics negotiated.
Ordering	<ul style="list-style-type: none"> ▪ Delivery Order or Credit Card ▪ "Fair Opportunity to be Considered" <ul style="list-style-type: none"> ○ Ref: FAR 16.505 ▪ Use ASCP "it e-mart" to make product and price comparisons. ▪ Order by CLIN "Lots" (Ref: Schedule B of the contract). ▪ Refer to ITES Ordering Guide for instructions. 	<ul style="list-style-type: none"> ▪ Task Order ▪ "Fair Opportunity to be Considered" <ul style="list-style-type: none"> ○ Ref: FAR 16.505 and DFARS 216.505-70. ▪ Use ASCP "it e-mart" to solicit competitive proposals. ▪ Refer to ITES Ordering Guide for instructions and sample formats
Points of Contact	<ul style="list-style-type: none"> ▪ ASCP, Linda Cook, Product Lead (732) 427-6596 or DSN 987-6596 Linda.Cook@us.army.mil ▪ ITEC4, Barbara J. Trujillo, Contracting Officer, (703) 325-3341 or DSN 221-3341 Barbara.Trujillo@us.army.mil or Amy Wray, Contracts Specialist, (703) 325-3329 or DSN 221-3329, Amv.Wray@us.army.mil 	<ul style="list-style-type: none"> ▪ ASCP, Steve Miller, Product Lead (732) 427-6786 or DSN 987-6786 Steven.F.Miller@us.army.mil ▪ ITEC4, Barbara J. Trujillo, Contracting Officer, (703) 325-3341 or DSN 221-3341 Barbara.Trujillo@us.army.mil or Stacy Watson, Contracts Specialist, (703) 325-3315 or DSN 221-3315, Stacy.R.Watson@us.army.mil

Please contact the ACA ITEC4 or ASCP points of contact for additional information about the ITES contracts and Performance

Based Service Contracting. You can also call the ITES hotline at 1-877-USA-ITES (872-4837).

US Army Contracting Command Korea (USACCK) Update

Marked Reduction in Government Purchase Card Payment Delinquencies for US Forces in Korea

**By Timothy Powers
Procurement Analyst, USACCK**

In the past year the USFK Government Purchase Card Program has realized a tremendous decrease in the amount of delinquent bills. The Delinquency Report from U.S. Bank dated 16 July 2002 showed a total of \$940,544 in charges that were overdue (not paid as of 30 days after the billing date) from 56 different Billing Officials. Twenty three of those accounts were over 60 days late. The latest report of 15 March 2004 shows \$45,497 in overdue bills from 18 different Billing Officials. Of these only one is more than 60 days late. This is a **95.2%** decrease in delinquent dollars over the past 20 months. Additionally the USFK average *file turn time* (the average number of days between a charge and payment) has been reduced from 41 days in the 1st Qtr of FY 03 to 29.2 days in the 4th Qtr FY 03.

The improvement was achieved through a policy that was implemented in April (2003) which authorized the Program Coordinator (A/OPC) to suspend the Billing Official accounts which were not certified within 10 days of the close of the Billing Cycle. Using the Managing Account Certification Status Report provided in the U.S. Bank's CARE system the A/OPC can quickly determine which accounts have not been certified and then reduce the Office Limit (the limit on the amount of money which can be spent each billing cycle) to \$1 for those accounts. This effectively stops further purchases by the cardholders which work under that Billing Official and gets everyone's attention. Billing Officials are notified by e-mail that the account has been suspended and are instructed to complete the certification and then notify the A/OPC to have the account restored. Most accounts are restored within 2 or 3 days as the units need to be able to use their cards and are strongly motivated to certify the statement.

While this is a time consuming and somewhat drastic measure, it has proven to be a very effective in reducing delinquencies and increasing rebates for prompt payment.

US Army Contracting Element Southern Hemisphere Update

A Different Perspective - Contracting in Quetzalas, Guatemala

**By MAJ Michael Scuteri
Mission Support Division, Southern Hemisphere**

The purpose of this article is to examine the relativity of business culture as it relates to cross-cultural communication, protocol, and contractor expectations observed during recent contracting efforts in support of New Horizons Quetzal 2004. The goal of this effort is to use the lessons learned to continuously improve our customer satisfaction and better prepare contracting officers traveling to Guatemala in the future.

Mission Support Contracting routinely operates within the business cultures of foreign lands in support of various logistical requirements associated with peacekeeping operations, humanitarian assistance, and counter-drug operations. The busy pace of the work associated with completing various missions often takes precedence over developing a better understanding of the business culture of the country in which a contracting officer is expected to perform. Proficient performance is critical for New Horizons' contracting efforts that involved 25 separate contracts released to provide a varied array of supplies and services in excess of \$1.4 million dollars in less than a four month time-frame. Despite the high OPTEMPO, better understanding of how to conduct business in Guatemala served as a cornerstone for Mission Support Contracting by successfully incorporating business culture perspectives into contracting support—ultimately enhancing performance.

Conducting business in Guatemala requires a contracting officer to invest a considerable amount of time developing good cross-

cultural communication skills. Establishing a proper rapport and a pleasant and relaxed relationship before discussing business matters is essential. Generally, before each vendor discussion several minutes was devoted to discussion unrelated to the business at hand. Guatemalans are warm and friendly people, they are also talkative and openly express emotions in public. Guatemalans stand very close to each other when talking, male friends exchange embrace and often with women friends cheeks are brushed. These behaviors are uncharacteristic of business negotiations in the United States and may create an uneasy feeling for an inexperienced contracting officer working in Guatemala. Examples of this behavior occurred when government representatives greeted vendors whom they had previously developed relationship with which initially presented a more than "business" relationship. Upon further study of the communication style and touch behavior of the Guatemalan culture; a better understanding of the communication style and business culture was developed unsubstantiating this initial impression.

Proper protocol is also an essential element of successful business relations. Shaking hands, firmly, (but not too firmly) with everyone in the room when meeting or departing is customary. During New Horizons more than twenty business meetings were conducted, therefore the importance of proper protocol could not be overlooked. Another example, during New Horizons included properly addressing one another. Most of the business conducted was with professionals such as Engineers and as such it is most appropriate to address these business persons with their appropriate title. Engineer for example is "Ingeniero" followed by the last name. Others included doctor, professor, and architect. Addressing them appropriately set the tone of the business relationship and improved business relationships from the beginning. Likewise

the Guatemalans were very good at addressing those they were doing business with appropriately. Maintaining eye contact, using the most common greeting of “Como esta?”, and not putting your hands in your pocket while talking with someone are other protocol measures that should be adhered to in order to maintain successful and polite business relations.

Establishing a mind set that not only viewed accomplishing the mission from the governments expectation, but from the perspective of the prime contractor is another aspect of the business culture that cannot be understated. New Horizons contracted with sixteen contractors. All contractors were small businesses and as such, the acceptance of our government contract offers involved a substantial investment. As a result of this contracting officers must be empathetic to Small Business needs and desires in terms of contract performance. Discussions relating to contract payments, specifications, and modifications required additional contractor discussions at times in order to teach contractors the ways

of conducting business with the U.S. Government. Assistance with DUNS Code registration and the Central Contractor Registration were an integral part of the contracting effort. Cash flow is important! Progress payments were scheduled accordingly, and discussions of payment procedures were emphasized in the planning phases of the exercise. These efforts contributed to the contracting officers ability to meet the expectations of the contractors who in turn performed as required without much misunderstanding.

In conclusion, the country of Guatemala has a unique business culture as it relates to cross-cultural communication, protocol, and contractor expectations. Mission Support Contracting had the opportunity to support New Horizons Quetzal Guatemala and as a result has fostered better contractor relations in Guatemala through the development of a better understanding of the Guatemalan business culture.

US Army Contracting Command Europe (USACCE) Update



Emergency Essential Civilian (EEC) Training by Rima Zimmermann HQ USACCE

The OPTEMPO for deploying the US Army Contracting Command, Europe (USACCE) EEC workforce has and will continue to increase. During the EEC training held in January, the USACCE Commander (COL Diego-Allard) indicated a desire for a more robust training schedule to ensure employees are equipped with all of the skills and paperwork necessary for successful mission completion.

Subsequently, we revamped our training schedule from an annual, centralized session to sessions that will be held continuously throughout the year. Training will be conducted in both centralized and decentralized locations. HQ USACCE will host training in a central location for all EECs biannually, during first and third quarters. This will be planned and implemented by the HQ with assistance provided by the military members of the Command. Topics to be covered during centralized training include: uniform and TA 50 inspections, Geneva Convention and Code of Conduct briefings, Gas Mask orientation and associated soldier's Common Task Tests (CTT).

Decentralized training will be conducted in the field offices throughout the year on the topics such as CTTs associated with first aid, applicable tasks from annually selected soldier's CTT and ACA emphasis, and Job Book progression. (The ACA Job Book has been distributed to all junior military and EECs. The field offices will track progress monthly and report during quarterly briefings to HQ.) Training may be done internally to the field office, or by joining a local military unit when they conduct their own training. Training will be formally scheduled and a plan will be submitted to the EEC Coordinator prior to the event.

Employees have 120 days from acceptance of an EEC position to receive all of the physical exams, CPAC briefings, and process paperwork necessary for deployment. USACCE has further required employees to provide copies of all forms and certifications for a centralized deployment file, kept at HQ. Without the assurance that they are prepared to complete the mission successfully, it is foolhardy to allow deployment of any individual, civilian or military. They are our ambassadors on these missions; if they fail, we fail.

Where's the Heat and Eats !! by James D. Ward Wiesbaden Contracting Center



Things are continuing to change as the contracting contractor plays a larger role in forward deployed training environments. Functions that were once without question performed by soldiers are today being contracted out as most support units are currently downrange. The 7th Army Training Command (ATC) was faced with a training mission to get reserve units ready for deployment to Bosnia and Kosovo using Mission Rehearsal Exercises (MRXs) at the Combat Maneuver Training Center (CMTC), Hohenfels, Germany. Logistic support normally provided through military supply and service channels was not available and a contractor was needed to provide services to interact with and supplement the Army's capabilities.

The required logistical support included Sanitation, Food, Supply, Transportation and Base Camp Management services. Examples of tasks normally provided by the Army are Class III and Class IV material services including the operation and handling of Government-provided fuel trailers/trucks with helicopter refueling to support aviation exercises.

The Wiesbaden Contracting Center (WCC) was presented with the challenge of getting a contractor on contract in short order to assist the 7th ATC. The requirement was unclear, as soldiers had always provided the logistic support required with a high degree of flexibility to meet changing needs of the mission. Using a Firm Fixed Price (FFP) contract WCC was able to build in flexibility by requiring a price breakout worksheet in each proposal. The worksheet allowed for different levels of participants and services to be provided at a daily rate. A task order would be cut just before each MRX training session to reflect all the most up to date information.

The first MRX training mission has been completed successfully and the second is currently in progress. The 7th ATC has expressed a high degree of satisfaction with the contractor and the contracting solution.

Feeding the Hungry Warfighter By Kelly Stratton-Feix Wiesbaden Contracting Center



US Army Europe (USAREUR) warfighters are returning to Germany from Operation Iraqi Freedom during the spring months and looking for a hot meal. The challenge: opening closed Dining Facilities (DFACs)- some in remote locations and moth-balled for years -

with first-ever full service contractor support. Soldiers normally assigned DFAC duty will participate in redeployment exercises and take well deserved Rest and Relaxation, leaving a void in DFAC operations. The USAREUR Commanding General's pledge was for no soldier unfed and no community without service.

Providing comprehensive dining facility services the Army way is not as easy as it sounds. The old fashioned "Chow Hall" is governed by enough Army Regulations, DA Pamphlets, Technical and Field Manuals to frighten off even the bravest contractor. Adding to this challenge is finding the middle ground between European contractors and the expectation of the Army DFAC Manager.

Developing a Performance Based Work Statement was the mission of the Wiesbaden Contracting Center (WCC) in late January 04. The WCC team tackled the detailed Statement of Work to apply performance-based objectives, standards, and quality levels to transform it to a PWS. A constant challenge was to reconcile the contractor's requirement to utilize the Army Food Management Information System and the Army's prime food vendor contract without overly restricting the contractor's flexibility to achieve the desired performance outcomes.

Abbreviated performance periods for all DFACs kept total costs for each requirement within the Simplified Acquisition Thresholds. Combined synopsis/solicitation procedures in conjunction with FAR 13.5 procedures were used to maximize efficiencies. Site visits clarified vendor questions and healthy competition was obtained. Technical evaluations were limited to past performance and experience in food preparation services. Contract awards were made in less than 45 days.

If future trends present opportunities for Multiple Award Task Order Contracts for USAREUR-wide full service DFACs, WCC stands ready for the challenge!

US Army Contracting Element Pacific (USACEP) Update

Contracting in the Pacific By MAJ Joseph Jupiter USACEP

Balibo, East Timor: The U.S. government spends millions of dollars each year to provide desperately needed Humanitarian Assistance to foreign countries. The Contingency Contracting Officers from Army Contracting Agency-Pacific Region (ACA-PR) lead the way in supporting many of these projects. ACA-PR conducts some of the most realistic contingency contracting missions in the world. These skillful Contingency Contracting Officers support the U.S. Army Pacific Command (USARPAC) with such missions throughout the Pacific.

The day is Sunday, March 21, 2004, and SSG Roger Leake of ACA-PR is aboard a Boeing 747 enroute to Guam, Bali, and then onto East Timor. SSG Leake is deploying with a fully charged laptop computer that will allow him to perform contingency con-

tracting in some of the most remote sites in the world. His computer is equipped with the latest and greatest in contingency-contracting software. It is called the Battle Ready Contingency Contracting System (BRCCS). SSG Leake's mission is to contract for a vendor to construct the Lotan Gravitational Water System, which will provide water to a local village in East Timor. The name of the village is Balibo, which is located just east of the Indonesian border.



Once the contract is awarded, the contractor has to transport all of the necessary equipment from Balibo to Lotan, near Maliana, and build the water system. The object of this project is to construct the system and link a series of pipes that will allow fresh drinking water to flow downhill by gravitational feel, to the local village. There will also be a series of reservoirs constructed down the mountainside for the water to collect.

There is no road network that leads to the construction site in Lotan. So the contractor has to transport the building material using the manual labor of local workers. Imagine lugging a 50-pound bag of cement up the side of a mountain. The picture at right depicts some of the pipes that will be eventually hand carried to the site.



As you will see in the following photos, this contingency contracting mission does not consist of working from some cozy hotel room or contracting office, issuing delivery orders. As shown to the right, the journey to the site is underway with the local workers hand carrying some of the required equipment. They will travel in groups of seven. The workers, along with the U.S. government team, move along the narrow, winding, and twisting trail to the site. Mr. James Pennaz, Corps of Engineers, SSG Roger Leake, Contingency Contracting Officer, Marine Colonel Laurence Robson, Defense Attaché Officer, and the workers take a well-deserved break along the way.



The team and workers finally reach the destination at the construction site, and they waste no time getting down to the business at hand. The engineer discusses quality assurance issues with the contractor. SSG Leake observes the conversations and proudly displays the progress made on the project. The pipes shown earlier will eventually connect to the huge water faucet, which is next to SSG Leake as shown in the picture.

This was SSG Leake's first major-contingency contracting mission, and he is very proud to be part of such a worthwhile effort. SSG Leake stated that he could feel the positive impact he and the rest of the team were having on everyone's lives in the village. He went on to say that a project such as this might seem so basic to many of us. But the successful construction of such a project in East Timor is a matter of life and death. Having access to the fresh-drinking water that flows from the mountains is a critical resource for the health and well being of these villagers.



The Contractor and Engineer discussing quality assurance issues



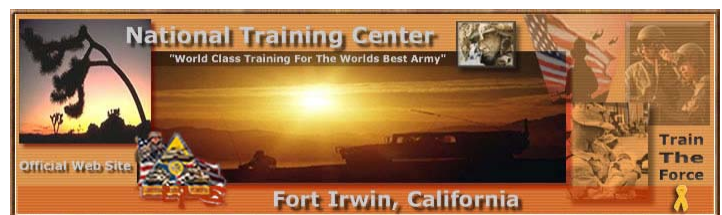
SSG Leake holding the faucet

We salute SSG Leake and others who support such necessary projects throughout the world.

ACA Southern Region Update

ACA Director Visits the National Training Center By COL George C. Blackwell Jr. Chief of Staff, ACA HQ

Mrs. Sandra Sieber, Director, ACA; Colonel George Blackwell, Chief of Staff; and Colonel Charles Guta, Director Southern Region visited Fort Irwin and the National Training Center from 22-25 February 2004.



Visit highlights include a Battle Update Briefing, tour of the NTC Training Areas, meetings with several NTC large NT contractors, a meeting with the ACA NTC Acquisition Command staff, and a

meeting with BG Fil, Commander, National Training Center.

Throughout her visit, Mrs. Sieber received many highly favorable comments concerning the performance of The National Training Center Acquisition Command. Lieutenant Colonel Nicoella and



NTC visit at COB Facility II



NTC visit at COB Facility III

Ms. Cruz, and the staff of the Acquisition Command were repeatedly cited as being "mission focused" and "customer oriented."

During this visit, Mrs. Sieber "went tactical" during an early morning tour of the downrange areas of the NTC, visiting soldiers, and examining many of the static site facilities which were developed to enhance the soldier training experience at the NTC. She was quite impressed with the detailed construction which had taken place to reflect changes in the

current world situation.

During her visit she also met with several of the Contingency Contracting Officers who were providing support to the current NTC Rotation.



NTC visit at COB Facility IV

Mrs. Sieber spoke extensively to the National Training Center Acquisition Command staff stressing customer support values and the evolution in contracting. Following the afternoon meeting she attended a dinner with several Fort Irwin Acquisition employees.



Mrs. Sieber and ACA Staff Members

A great job by a great team supporting the Army warrior community.

ACA ICE Update

ACA To Standardize Activity Names in ICE

**By William Swan
ICE Manager, ACA HQ**

The Army Contracting Agency (ACA) has initiated a program to standardize the names of its contracting activities worldwide. The new naming convention will be similar to that already in use by the Army and Air Force Exchange Service (AAFES) and the Defense Contract Management Agency (DCMA). All AAFES and DCMA activities, wherever located, are consistently identified as "AAFES" or "DCMA" followed by the name of the specific service provider. The first major step will be to rename all service providers in the Interactive Customer Evaluation (ICE) System. That phase will be completed by the end of April 2004. The renaming will have no impact on ICE data collection and reporting by existing ACA activities but is expected to significantly enhance customer comment card submissions.

According to ACA ICE Manager Bill Swan, ACA activities are known by a wide assortment of names; some identify the activity by its function (Directorate of Contracting) while others begin with the installation name (Fort Sample) and overseas commands generally use geographic names to identify their activities. These disparities have led to confusion among customers and potential users of ICE to provide feedback to the appropriate contracting activity and, consequently, low usage at some locations. Under the new naming convention, installation-level ACA activities will be listed in ICE as "ACA, Fort ---." Regional contracting centers will be identified as "ACA, (Name of Center), Fort ---." The ITEC4 activities will be listed as "ACA, ITEC4, --- (activity)," and Regional and overseas contracting command headquarters staffs will be listed as "ACA, --- Region Headquarters Staff," or "ACA, US Army Contracting Command ---."

Additional information on this project is available from the ACA ICE Manager at (703) 681-1047 or DSN 761-1047 or william.swan@saalt.army.mil.

ACA Awards and Recognition

Former CC - Korea Lawyer Receives Award for Role in Moran Prosecution

By COL Rick O'Keeffe
ACA HQ Chief Counsel

Arlington, Virginia, March 29, 2004. When Major Ben Kash left for Korea in August 2000 to become the Chief Counsel for the Army Contracting Command - Korea (CCK), he knew that a tremendous challenge awaited him. But no one expects to encounter, as a boss, one of the worst contracting criminals to wear Army green. With little procurement training and no contracting experience, Major Kash had only his solid legal education, common sense, good character, and years of legal practice as an Army Judge Advocate. Fortunately, these assets were more than enough to get the job done. In a ceremony conducted on March 29, 2004, at the Army Litigation Center, in Arlington, Virginia, Mrs. Sandra O. Sieber, Army Contracting Agency Director, presented Major Kash with a Meritorious Service Medal to recognize his courage and fidelity to duty in connection with the investigation, indictment and conviction of Colonel Richard J. Moran, for conspiracy and bribery while serving as CCK Commander.



Mrs. Sieber congratulates MAJ Ben Kash

As Colonel Moran's Chief Counsel, Major Kash was responsible for providing total legal advice and services for the command, which at the time awarded over 17,000 contracts per year with a value of over \$310,000,000. Colonel Moran used every possible tactic to avoid legal review and oversight of key contract actions associated with his conspiracy, relentlessly battering Major Kash and his tiny legal staff at every turn whenever his criminal schemes were opposed. Nevertheless, Major Kash not only was able to uncover and preserve evidence of Colonel Moran's criminality, but he was also able to convince other honest CCK employees to cooperate in a subsequent Army Criminal Investigation Command (CID) investigation that led to Colonel Moran's relief from command and arrest. After a guilty plea and sentencing in August 2003, Colonel Moran is serving a 54-month sentence to confinement at a federal correctional institution in California. He has been officially dropped from the Army's rolls, and therefore will not be able to retire from the service and receive retired pay.

Major Kash "disregard[ed] concerns for his professional development and career, and [his] own personal safety ... [t]he personal courage that [he] exhibited was phenomenal."

SA Tom Barnes, USACIDC

CID Special Agent Tom Barnes, who worked on the joint CID/FBI/IRS task force investigating the case recently stated that Major Kash "disregard[ed] concerns for his professional development and career, and [his] own personal safety" by cooperating with law enforcement. He further said that "[t]he personal courage that Major Kash exhibited was phenomenal. His initiative and dedication to duty were exemplary." Mrs. Sieber, officiating at the ceremony on behalf of the Hon. Claude M. Bolton, Jr., Assistant Secretary of the Army (Acquisition, Logistics & Technology), who approved the award, expressed pride in and gratitude to Major Kash for his service in Korea, and praised him for living out the Army's values of selfless service, integrity and personal courage. The award ceremony was attended by, among many others, Major General Thomas Romig, The Judge Advocate General, and Brigadier General David Carey, Commander, U.S. Army Legal Services Agency.

In remarks at the ceremony, Major Kash thanked the task force for vindicating his belief that Colonel Moran needed to be called to account. "At times, I thought nothing would ever come of this ... that my findings would never be proven, and Colonel Moran would continue his criminal ways," Major Kash said following the presentation. He also thanked his wife Debbie, who was present at the ceremony for her advice, assistance and moral support throughout the ordeal, as well as his legal staff and the many honest employees of the CCK.

Major Kash and Debbie now live at Fort Bragg, North Carolina, where Ben is Center Judge Advocate for Womack Army Medical Center.

ACA Honors Perry Hicks' Retirement

By COL Scott Risser
ACA HQ

Mrs. Sandra Sieber, Director of the U.S. Army Contracting Agency, and Ms Tina Ballard, Deputy Assistant Secretary of the Army for Policy and Procurement, co-hosted a retirement ceremony on February 26 in Pentagon's Hall of Heroes honoring Mr. Perry J. Hicks, retiring after 26 years of honorable service to our Nation. More than 60 attendees joined our honored guests, who included Ms Diedre Lee, the Director of Defense Procurement and Acquisition Policy, Perry's elder son Max, Max' fiancée Ms Jung Ah Rhee, plus 4 former commanders he served with in the U. S. Army Contracting Command, Korea, to honor him; Perry's younger son, Jeffrey, serving in Iraq as a member of the 82nd Air

borne Division, could not be present. Ms Ballard awarded Mr. Hicks the Decoration for Exceptional Civilian Service, equivalent to the Distinguished Service Medal, in recognition of his many accomplishments, and a Special Act Award recognizing his superb support of the Coalition Provisional Authority in Iraq. Ms Ballard also presented Perry with his 25 – year service pin and certificate, his retirement certificate, and a cased National Flag flown over the Capitol in his honor by Senator Gordon Smith of his home state of Oregon.



Mr. Perry Hicks

Following the Pentagon ceremony, Mrs. Sieber hosted as catered luncheon for Perry in the ACA headquarters conference room. More than 70 attendees joined us to celebrate his career and fellowship with him and his family. Ms Rachel Lilley, recently retired from the ACA, and Ms Debra Dobbins from DASA (P&P) honored Perry with gifts and remembrances, and the ACA presented him a picture of the Pentagon draped in the National Colors following the September 11 attack.

All of us throughout the ACA join in thanking Perry Hicks for his service, and for his friendship, warmth and wit. He leaves us with myriad fond memories as he pursues a higher calling, beginning seminary studies this Summer preparatory to his entering the priesthood of the Catholic Church.

As he requested, a charitable donation was made in lieu of a large gift. Perry's co-workers honored him by donating \$230 to the Bailey's Crossroads Community Shelter. As shown in the picture below, Tim Pugh presented Ms. Melissa Arnold, Assistant Program Director of the shelter, with the charitable funds on March 10, 2004.



Mr. Tim Pugh and MS. Melissa Arnold



Mr. Stephen Carrano Recognized as Acting Director, ITEC4 By Robert Crutchley ITEC4

Mrs. Sieber presented the Army Superior Civilian Service Award to Mr. Stephen Carrano on March 4, 2004 in recognition of his leadership while serving as the Acting Director of Information Technology, E-Commerce and Commercial Contracting Center (ITEC4) from June 2003 to February 2004. Congratulations to Mr. Carrano for his many contributions in leading ITEC4 during a critical eight month period. Steve has returned to his duties as Deputy Director. Mr. Bryon Young, former Deputy Director of ACA HQ, has assumed duties as Acting Director.



Mrs. Sandra Sieber presenting award to Mr. Stephen Carrano

United States Military Academy DOC, West Point Wins Prestigious 2003 NISH Government Award for Services By Dorothy Hindman ACA HQ

ACA applauds the Directorate of Contracting (DOC), West Point for winning the prestigious 2003 NISH Government Award for Services. This award is given to government agencies that have excelled in providing training and employment opportunities for Americans with severe disabilities through the Javits-Wagner-O'Day (JWOD) Program. The DOC's efforts increased awareness within the West Point community of the JWOD program. Their exceptional performance (i.e., Contracting symposium opportunities, encouraging involvement whenever possible, tours, technical, motivational and media coverage assistance) provided training and employment opportunities for the disabled. For over nine years, more than 200 people with disabilities logged 350,000 hours of work on janitorial and food service contracts at various locations throughout West Point. The DOC's business goal is to continue to provide badly needed employment opportunities to what is the hardest hit segment of our workforce with over 70 per cent unemployment rate contrasted with the 81 per cent employment rate for the rest of the population. The efforts generated by the DOC, accomplished a reduction of barriers of attitudes and

false assumptions about what disabled people can and cannot do. Their program provides work experience and marketable job skills to persons with severe disabilities, filling them with a sense of pride and accomplishment in a job well done.



The NISH president and CEO, Mr. E. Robert Chamberlain, states "West Point represents a model partnership program at it finest, continuing to consider the JWOD Program for unique contract opportunities that would benefit people with severe disabilities." This award will be presented at the 2004 NISH National Training Conference Award's Banquet, Tuesday, May 25, 2004, in Hollywood, Florida.

All of these activities and actions taken on behalf of the people with disabilities through the promotion of the JWOD program make West Point and the DOC an inspiration to all Army contracting activities. The West Point DOC took the challenge and made job opportunities happen. Congratulations to West Point! JWOD Works for America!

ACA Honors LTC John Bellizan for 25 Years **By Stephanie Mullen** **ACA HQ**

Lieutenant Colonel (LTC) John L. Bellizan is a soldier, a husband, a father, a son, a brother and a real honest to goodness friend. LTC Bellizan retired from active duty after providing the Army with twenty-five years of exceptional service to his country and all of us.

A ceremony hosted by Mrs. Sandra Sieber, Director Army Contracting Agency provided friends and family with a venue to honor LTC Bellizan for his many years of service. He was presented with a Legion of Merit Award from Lieutenant General (ret), McCall. LTG McCall also performed the official retirement ceremony. LTC Bellizan's wife, Air Force Colonel Sheron Leonard Bellizan, was present as was Mrs. McCall along with many co-workers and friends.



LTG McCall reflecting on LTC Bellizan's military career

Mrs. Sieber and LTG McCall provided remarkable accounts of LTC Bellizan's military career. LTC Bellizan served the Army well. LTC Bellizan began his career in the enlisted ranks, graduated from college and came back to the Department of Defense as an Army Officer. Over the years LTC Bellizan served in numerous contingency contracting assignments all over the world. It's safe to say that during the last 20 years if the Army had soldiers there, LTC Bellizan was probably among them. He served as Commander or Division Chief in numerous contracting activities. His served as Staff Officer, Defense Supply Center Columbus; a joint assignment as Commander DCMC Americas-Haiti; Chief of the Installation Contracting Division, Europe; Chief of the Joint Contracting Center Hungary; Division Chief in Army Contracting Command Europe; Systems Evaluator for Transportation Watercraft Systems; Chief of Operations for Defense Contract Management Agency-Middle East and finally Senior Procurement Analyst, Business Systems Division.

Mrs. Sieber presented LTC Bellizan with a flag that flew over the Nation's Capital in his honor. Colonel Ted Harrison, Director Business Systems Management presented LTC Bellizan with a beautiful plaque representing the many units in which he served and awards he have earned he over his twenty-five year of military career.



COL Harrison and LTC Bellizan

LTC Bellizan rejoiced in the many opportunities the Army has provided him. He closed this chapter in his life, but eagerly awaits the new challenges of retired life and his new career in contracting as a civilian. After he gave a few words of thanks to all in attendance and provided flowers to Colonel Sheron Bellizan, the ceremony concluded. All retired to a wonderful luncheon at the Malibu Grill, Falls Church, VA.



Awards Ceremony Held at NRCC **Fort Eustis, Virginia** **By Dan DiPaola,** **ACA NRCC**

Since its activation by the Secretary of the Army on 1 October 2002, the U.S. Army Contracting Agency (ACA) has successfully

tackled a wide array of challenging procurement actions, both in the continental United States and around the world. On 22 January 2004, Mrs. Sandra O. Sieber, the Director of the ACA, traveled to Fort Eustis, Virginia, to recognize and present awards to some of the acquisition professionals from the ACA's Northern Region, who had overcome particularly complex issues or adverse conditions to help make the ACA's successes possible.

Principal among these individuals was Mrs. Linda Terrell, who received one of the first Commander's Award for Civilian Service bestowed by an ACA Director. Mrs. Terrell, a contracting officer at the Fort Lee Directorate of Contracting, had recently returned from a six month deployment to Afghanistan in support of Operation Enduring Freedom. In Bagram, Afghanistan, she served as a contracting officer assigned to Coalition Forces Land Component Command and was credited with accomplishing multiple high visibility missions, including successfully implementing the Combined Joint Civil Military Operations Task Force Field Ordering Officer Program at Camp Stronghold Freedom.



Mrs. Linda Terrell congratulated by Mrs. Sieber and COL Boshears during the award ceremony

In addition to the award to Mrs. Terrell, the ACA Director also presented awards and certificates to three other groups of individuals during her visit. First, Mrs. Sieber recognized the acquisition

team, led by Contracting Officer, Ms. Abra Smith, Contract Specialist, Ms. Barbara Blair, Cost/Price Analyst, Ms. Laurie Avery, Attorney Advisor, Mr. Dan DiPaola, and Associate Director for Small Business, Ms. Betty Gottschall, all orchestrated under the direction of Division Chief, Mr. Joe Farrell, and NRCC Commander, LTC Fred Roitz, from the NRCC that awarded the initial Army master contracts for security guard services utilizing the authority granted by Section 332 of Public Law 107-314. This legislation, in effect, lifts the prohibition against contracting for security guard services. These contracts allowed soldiers, who were performing security functions at Army installations across the United States, to return to their war fighting missions by replacing them with contract security guards. Next, Mrs. Sieber recognized individuals from the Northern Region whose performance, in supporting the Emergency Operations Centers at Forts Eustis, Lee, Monroe, and Story during Hurricane Isabel, allowed those Army installations to prepare for the storm and to maintain essential operations after it struck. Finally, in acknowledgement of the fact that no organization can be successful without experienced and dedicated personnel, Mrs. Sieber presented certificates and pins to the Northern Region staff with thirty years of service.

Over the course of the event, as the language of the awards was read aloud, it became apparent that the dedication, zeal, and professionalism demonstrated by the staff of the ACA Northern Region exemplified the very best Army qualities. We are all proud to serve with such dynamic and dedicated individuals.



ACA and Army Knowledge Online (AKO)

What is AKO?

Army Knowledge Online (AKO) is an information portal designed to allow multiple document interface and exchange among various Army agencies.

What role does ACA play in AKO?

ACA has an established community, which has many sub-communities representing the directorates and various organizational filing cabinets easy accessibility.

How can you access ACA on AKO?

If you do not have an AKO account, you join AKO by going to

<http://www.us.army.mil> and follow the procedures for registering for an AKO account.

Once you have been approved for an AKO account assigned a logon, you will be able to subscribe to many Army communities including the ACA community. To locate communities, click on the tab at the top of the webpage labeled **KCC**, then click on **Army Communities** located at the left of the webpage under **Army KCC Home**.

If you desire further assistance inside AKO, click on the **HELP** tab at the bottom of the webpage or call **1-877-AKO-USER**.

HEADQUARTERS, ARMY CONTRACTING AGENCY



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“Supporting Soldiers through Contracting”

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